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MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : IG Survey of the National Photographic Interpretation Center (NPIC)

1. I have reviewed the IG Survey of NPIC and would like to express some general reactions to the Survey and your transmittal memorandum before making specific comments on each of the 16 recommendations.

2. The Survey team did a good job in examining the internal operations of NPIC, in identifying some areas where there are definite opportunities for increasing efficiency, and in making some helpful recommendations on the better use of resources. The need for increasing efficiency, also noted in your transmittal memorandum, was one of the issues I had raised with the IG team before it started its survey of NPIC.

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management is fully aware of my views on this matter and is attempting to identify additional ways to increase efficiency.

3. In line with the need to increase efficiency, I note that the Survey makes a number of helpful comments and recommendations regarding NPIC's organizational structure. Many of these are on the way to resolution by NPIC's management. Others involve situations that will require assistance and cooperation from elsewhere in the Directorate or the Agency. I intend to see that this assistance is provided.

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*J. H. Lang/NPIC*

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4. As I expected, the Survey identified, as one of the major problems, the whole set of issues arising from NPIC's bifurcated role--as the principal community element charged with exploiting photography for national intelligence purposes and as a provider of services to individual consumers exploiting a national program for departmental purposes. You also highlighted this issue in your transmittal memorandum.

5. I fully agree that there is room for improvement in the procedures used to implement the National Tasking Plan (NTP) and the relations between NPIC and EXSUBCOM. There is a need for a review of the extent to which NPIC is required to do tasks that seem to some to be inordinately trivial or of little import. Granting all of this, I have several reasons for believing that it would not be wise to reopen the issue of the NTP by establishing a USIB Task Force at this time. First, reopening the NTP at the USIB level could well result in pressures from other USIB members to reaffirm or increase the scope of the kinds of activities criticized in the Survey. Second, the process of restudying the NTP will be extremely time-consuming and divert the energies of people at all levels from tasks of more immediate and greater importance. Finally, and most important, I believe that the difficulty is not so much the NTP itself but how it has been implemented. We in the Agency should be able to solve most of the problems which the Survey attributes to the NTP by fostering closer working relationships between NPIC and COMIREX and by having NPIC become more aggressive in questioning the need for some of the tasks levied upon it by COMIREX. I believe we should at least try this "administrative" approach to alleviate the problems before taking the irreversible step of establishing a USIB Task Force.

6. Although the Survey seems to have diagnosed correctly some of the problems associated with the NTP, in the process it has certainly overstated the causes and effects in some cases. Some of this is reflected in your memorandum to me.

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